

PARTNER WORK

The Workforce Development Board for the Pittsburgh Area



Building a thriving workforce for the Pittsburgh region.

Board of Directors' Briefing Book

S e p t e m b e r 1 5 , 2 0 1 7

William Peduto
Mayor
City of Pittsburgh



Mark T. Lattener
Chairman

Rich Fitzgerald
County Executive
Allegheny County



BOARD OF DIRECTORS

Mark T. Latterner, Chair

Market President, Western Pennsylvania, Citizens Bank

Will Allen

Managing Partner
Nascent Group Holdings

Barcaskey, Richard

Executive Director
Contractors Association of Western
PA

Belechak, Joseph

Principal
Davies Consulting

Block, Donald G.

Executive Director
Greater Pittsburgh Literacy Council

Bullock, Dr. Quintin

President
Community College of Allegheny
County

Caplan, Debra

Principal
Hobart Humphrey

Charlton, Don

Founder and Chief Product Officer
Jazz HR

Cherna, Marc

Director
Allegheny County
Department of Human Services

Cooper, Mary Frances

President and Executive Director
Carnegie Library of Pittsburgh

Coplan, David A.

Executive Director
Human Services Center Corp.

Dugan, Ann

Senior Managing Director,
Consulting
Family Office Exchange

Ellsworth, Laura

Partner4Work Vice Chair
Partner-in-Charge, Global
Community Service Initiatives
Jones Day

Ferraro, Melissa

Senior Vice President, Human
Resources
Allegheny Health Network

Fisher, Laura

Senior Vice President
Allegheny Conference on
Community Development

Gittlen, Ike

Technician
United Steel Workers

Hartman, Ed

Partner4Work Treasurer
Vice President, Finance
AIRes

Hippert, Dr. Linda

Executive Director
Allegheny Intermediate Unit

Katona, Marci

District Administrator
Office of Vocational Rehabilitation

Kuzma, Lisa

Senior Program Officer
Richard King Mellon Foundation

Lane, Majestic

Deputy Chief of Neighborhood
Empowerment
City of Pittsburgh

Lucore, Rebecca

Chief of Staff
Covestro

Massaro, Steve

President
Massaro CM Services

McLaughlin, Caitlin

Executive Vice President, Director
of Talent Lifecycle
PNC

Nobers, Jeff

Executive Director
Builders Guild of Western PA

Nolder, Steve

Vice President of Human
Resources and Logistics
Calgon Carbon

Pachay, Ruben

Director
PA Department of Labor and
Industry, Bureau of Workforce
Partnership and Operations

Pipitone, Scott

President and CEO
Pipitone Group

Pollard, Joshua

President and CEO
Omicelo

Powers, Beth

Senior Vice President and Chief
Human Resources Officer
ATI

Schlosser, David

President, Exploration and
Production
EQT

Shea, Jack

President,
Allegheny County
Labor Council AFL-CIO

Stambaugh, Craig

Vice President, Human Resources
and Talent Acquisition,
UPMC

Trybus, Jessica

Partner4Work Secretary
Founder
and Chief Executive Officer
Simcoach Games

Washington, Dr. Nancy

Director
Allegheny Housing Rehabilitation
Corporation

BRIEFING BOOK

September 15, 2017

TABLE OF CONTENTS

PAGE

Agenda 4

STRATEGIC PLANNING

Strategic Plan Dashboard	8
Board Dashboard	9
Thought Leadership	10
Youth Pipeline Development	11
Connecting Job Seekers to Jobs	12
Incubate Systemic Workforce Solutions	13
Internal Infrastructure	14

MEETING MATERIALS

Program Evaluation and Technical Assistance	17
Minutes from June 2, 2017, and June 28, 2017	20
Staffing	26

PARTNER4WORK Board of Directors' Meeting

7:45 to 9:45 a.m. Sept. 15, 2017

Centre City Tower, Suite 2600, 650 Smithfield Street, Pittsburgh PA 15222

1. Welcome and call to order *Mark Latterner*

2. A conversation with the Pittsburgh Black Elected Officials Coalition
"Pittsburgh Peace and Justice Initiative"

3. Strategic Planning Reflection and Next Steps *Mark Latterner*

4. Consent Agenda:
APPROVE: Minutes from the June 2 and June 28, 2017, Board meetings
ACKNOWLEDGE: Acknowledge the actions taken by the Executive Committee since the last full Board meeting:
 - Approve the Multiyear Workforce Development Plan for the City of Pittsburgh and Allegheny County and the Southwest WIOA Regional Plan

5. Committee Reports
 - Youth Advisory and Learn & Earn *Deb Caplan*
 - Audit/Finance *Ed Hartman*
 - Title 1 and One-Stop Operator performance *Stefani Pashman*

6. CEO's report

7. Open forum and Public Comment Period
Individual speakers limited to three (3) minutes

8. Adjournment

STRATEGIC PLANNING

Summary of Results

The strategic planning workshop on June 20, 2017, aimed to prioritize strategies in three pre-determined areas: 1) Regionalism, 2) Influence/Communications, and 3) Business Engagement and defining board roles in each area. A board breakout group for each area deliberated on a series of questions and reported to the full group. Resulting priorities and next steps are below as are areas for Board engagement.

Regionalism

Board lead: Marc Cherna

Partner4Work is a convener and intermediary, defined as the nexus that brings the right people to the right table in Pittsburgh and Allegheny County to solve challenges in workforce development. WIOA and the state encourages workforce boards to adopt more regional approaches to workforce development. The Board sought to define regionalism, determine what expansion might look like, and what role the board would play in regional efforts.

Priority:

Regionalism does not mean expansion; rather Partner4Work should consider new types of collaboration to build stronger regional relationships. The sole priority established was convening with other regional workforce boards to learn more about when collaborations make sense, and identify employer champions using the public workforce system. Convening these other boards would be most successful with board-to-board outreach.

Areas for Board engagement:

- Explore board-to-board connections to identify intersections
- Explore political willingness for regional strategy (elected officials and funding community)

Next steps:

- By the end of Q1, Board members will identify the members of other boards and/or elected officials for one-to-one outreach.
- Explore shared service models.

Influence

Board lead: Scott Pipitone

Communications continues to be an opportunity area for Partner4Work. In conversations leading up to the strategic planning workshop, the board determined that Partner4Work cannot be and should not be a household name. Rather, it should focus its efforts and resources to influence key audiences. The breakout group and the full board defined target audiences and the role of the board in achieving these goals.

Priority:

The full Board ranked the following audiences for influence*:

1. Legislators and Foundations
2. Job seekers (un-/underemployed workers, young people, veterans, diverse populations)
3. Businesses with middle-skill hiring needs

*While there was some conversation about attempting to influence Uber to hire and solve some of the transportation issues faced by regional job seekers, previous attempts to connect with Uber have not been successful. Partner4Work welcomes the opportunity to discuss workforce development with Uber and any other business when appropriate and Board members can make a connection on our behalf.

Areas for Board engagement:

- Influence decision-makers/policy makers
- Influence employers to hire from programs

Next steps:

- With the leadership of the Executive Committee and Governance Committee, establish a Policy and Advocacy Committee to develop a policy and advocacy agenda.
- With United Labor Agency, develop a catalog of businesses we are targeting and develop a cross-walk with businesses not represented.
- Using the workforce infographic, report on the demographics of the job seekers served by the system.
- Identify companies that have implemented flexible hiring practices to develop case studies.

Business Engagement

Board lead: Lisa Kuzma

Business engagement also continues to be a priority area for Partner4Work. The group sought to define Partner4Work's "sweet spot" in business engagement, reaching (or better reaching) businesses, and the role of the board in achieving these goals.

Priority:

Partner4Work should engage a specialist to assume a consultative role to develop customized solution for businesses in industries including manufacturing, healthcare and trucking industries in order to develop customized workforce solutions that have the potential for scale.

Areas for Board engagement:

- Each Board member to connect Partner4Work with five businesses — making a "warm call" on Partner4Work's behalf.
- Board member organizations engage the public workforce system.

Next steps:

- Under the leadership of the Executive Committee, explore fundraising opportunities to support the expansion of business solutions and hiring of a specialist.
- By the end of Q1, Board will identify 5 companies each to make a warm hand off to Partner4Work.
- Develop series of case studies that demonstrate the effectiveness of business services within CareerLink
- Leverage the efforts and outreach of the one-stop operator, Fourth Economy, to integrate and coordinate business outreach across partners within the PA CareerLink system.

2017-19 Overall Strategic Plan Dashboard



Thought Leadership

1

Be the local go-to organization on workforce development.

2

Increase visibility and understanding of Partner4Work regionally and nationally through a comprehensive communications strategy.

3

Influence local, regional and state policy to enhance the workforce system.



Youth Pipeline Development

1

Serve youth through a high quality youth workforce system through strategic investments in programs that produce results.

2

Create systemic connections between youth-serving organizations and secondary/ post-secondary training.

3

Strengthen the connection between year round and summer programming, and expand employment opportunities for youth.



Connecting Job Seekers to Careers

1

Manage a highly efficient job placement infrastructure through alignment of local public and private services.

2

Serve people where they live.

3

Define appropriate intersections with human services programs in preparing job seekers for job placements.



Incubate Systemic Workforce Solutions

1

Pilot industry engagement initiatives to meet the talent needs of key industries.

2

Create new on-ramps to career opportunities for job seekers.

3

Build the capacity of providers to apply for Partner4Work funding and deliver successful outcomes.



Internal Infrastructure

1

Manage diversified portfolio in support of strong public/private WD infrastructure.

2

Reinforce internal infrastructure that supports sustainability and efficiency of the organization.

3

Build system of evaluation and oversight to position the organization and its networks to solve problems creatively.

- On target/progress being made
- Slower progress than expected
- Struggling/need to adjust course

2017-19 Board Strategic Plan Dashboard



Regionalism

1

Explore board-to-board intersections; chair to communicate with other regional WDB chairs.

2

Explore political willingness for regional strategy.

3

Using a map of the region's job seekers, demonstrate crosswalks for regional efforts.



Business Engagement

1

Using a series of case studies and marketing materials, demonstrate efficacy of Business Services including OJT, Learn & Earn, sector strategies; develop three-point checklist of how to engage with the system.

2

Every Board member is engaged and uses the public system; every board member identifies 5 companies and makes a warm handoff to Partner4Work.

3

Leverage the efforts and outreach of one-stop operator to integrate and coordinate business outreach; explore fundraising opportunities to support the expansion of business solutions and hiring of a specialist.



Influence

1

Establish a Policy and Advocacy committee and agenda; advocate at the state level to allow better Title 1 performance, including use of technology, access to wage records, and data sharing agreements.

2

Demonstrate the Partner4Work's consultative model of program evaluation beyond basic monitoring.

3

Develop a catalog of businesses engaged with PA CareerLink and identify opportunities with businesses not represented.



Thought Leadership

Strategic Goals



Be the local go-to organization on workforce development

Create an online collection of inclusive, aligned, market-relevant, and user-friendly education, workforce and labor market data.

Build greater awareness of key workforce issues and opportunities for effective change by producing timely, data-grounded reports, think pieces, messaging campaigns and events.

Expand inter-agency research-to-practice agenda to improve cross-sectoral collaboration and collective impact.



Increase visibility and understanding of Partner4Work regionally and nationally through comprehensive communications strategy.

Hire a communications manager; develop and execute communications strategy.

Increase organization's leadership role in national, state and local conversations through board/committee memberships, speaking engagements, research publications and media placement.



Influence local, regional and state policy to enhance the workforce system.

Develop case studies on employer engagement and job seeker services; expand customer tracking to effectively communicate customer flow and engagement; maintain storytelling strategy to demonstrate impact of programming and partnerships.

Establish a policy and advocacy committee of the board; engage in board-to-board outreach for regional efforts by 12/31/17.

Expand partnerships and align services across workforce and human service agencies through MOUs and one-stop operator.

Advocate for change at the state level to allow for better Title 1 performance, including use of technology, access to wage records, data sharing agreements

- On target/progress being made
- Slower progress than expected
- Struggling/need to adjust course



Youth Pipeline Development



Strategic Goals

Serve youth through a high quality youth workforce system through strategic investments in programs that produce results.

WIOA performance measures on employment, literacy and numeracy gains, retention, earnings and credential attainment are met or exceeded.

Expand youth provider engagement in the Pittsburgh Works network to generate strategic input for service delivery, policy and innovation.

Mine data provided by youth program providers to make better programming decisions; navigate and prepare youth serving organizations for pending changes in TANF programming and monitoring.

Year-round youth programs invest at least 20% of funding on work experience activities for youth.



Create systemic connections between youth serving organizations secondary/post secondary training.

Young adults leaving programs will be connected with a streamlined process to navigate the post-secondary enrollment process.

One sector-based group of providers and businesses convened to connect young adult pipeline to pre-apprenticeship, apprenticeship and career pathway opportunities.

Enable career exploration by elementary and middle school youth; build connections between sending schools and career and technology centers.



Strengthen the connection between year round and summer programming and expand employment opportunities for youth.

Learn & Earn MOUs signed by Jan. 15, 2017.

Build the service delivery platform and technology to implement a coordinated approach to summer youth employment and career exploration. (Learn & Earn).

95% of summer youth employment participants complete work readiness training; 85% of participants complete the program.



Connecting Job Seekers to Careers

Strategic Goal: Close Up

Strategic Goals



Manage a highly efficient job placement infrastructure through alignment of local public and private services

WIOA performance measures on employment, literacy and numeracy gains, retention, earnings and credential attainment are met or exceeded.

Increase in the number of dislocated workers served through Title 1 and other contractors.

Title 1 contractor places at least 1,800 individuals in employment; cost/person of job placement stays below industry benchmarks.

Develop and launch PGH Works 2.0 agenda to further connect youth and adult serving partners with the system.

One-stop operator develops and implements shared vision, goals and performance indicators for PA CareerLink partners.



Serve people where they live.

Expand satellite PA CareerLink location strategy to meet the needs of the community.

Create on-demand PA CareerLink mobile team serving individuals within their communities; at least 200 job seekers sign up for WIOA services and are placed in a job without walking into a PA CareerLink office.

Establish neighborhood-based strategies to the Hill District and Hazelwood.



Define appropriate intersections with human services programs in preparing job seekers for job placements.

Serve 170 job seekers through Training to Work in collaboration with Allegheny County DHS and Jail Collaborative.

At least 5 percent of WIOA funding is invested in transitional jobs program.

Serve 60 veterans through VVI in collaboration with veteran programs and other regional WDBs.

Allegheny County TANF program successfully transitioned and performance measures met.

- On target/progress being made
- Slower progress than expected
- Struggling/need to adjust course



Incubate Systemic Workforce Solutions

Strategic Goals



Pilot industry engagement initiatives to meet the talent needs of key industries

Pursue new models of business engagement including the Next Generation Industry Partnership model and Business Resource Network.

Develop apprenticeship strategy.

Establish viable training and job opportunities including the development of TechHire 2.0 in partnership with Google.

Develop a catalog of businesses engaged with the system to identify those for targeted outreach; every board member connects Partner4Work with 5 businesses; all board member organizations engage with/use the public workforce system.



Create new on-ramps to career opportunities for job seekers

Support the creation of career pathways in administrative and environmental service occupations for low income individuals in collaboration in Pittsburgh Council Higher Education.

Explore opportunities for public system to serve as a first source platform for local economic development projects.

Path 150 individuals through the ESV technician training program with UPMC and the Energy Innovation Center to meet talent supply-demand.






Build the capacity of providers to apply for P4W funding and deliver successful outcomes

Provide training and technical assistance to at least 35 non-funded partners; demonstrate increase in relevant knowledge by 90% of participants.

Provide quarterly technical assistance to all funded partners that results in decreased need for individual "one-off" TA requests.

Expand online knowledge center providing universal access to shared tools and best practices expanded to include 25 additional resources.

-  On target/progress being made
-  Slower progress than expected
-  Struggling/need to adjust course



Internal Infrastructure

Strategic Goals



Manage diversified portfolio in support of strong public/private WD infrastructure.

Maintain diversity between funding sources and ensure spending in accordance with regulations (i.e. administration limitations, indirect cost rate, youth work experience and WIOA training) through KPIs.

Raise \$300,000 for Pittsburgh Works, \$100,000 for Research, and \$400,000 for Learn & Earn in FY2018. Amounts for FY2019 will be evaluated during budget process.

Executive Committee to explore fundraising opportunities to support the expansion of business solutions and hiring of a specialist



Build internal infrastructure that supports sustainability and efficiency of the organization.

Board membership meets legal requirements and is representative of the community; all board members are engaged in committees and provide leadership to the organization's initiatives; Personnel and Policy and Advocacy committees established; officers elected.

Implement new systems to support effective and efficient processes, which includes the implementation of a new contract database, financial management and CRM systems.

Increase transparency across departments through the development of reporting packages, KPIs.

Streamline functions through improved technology and more efficient standard operating procedures which include human resources, procurement, sub award and financial processes.



Build system of evaluation and oversight to better position the organization and its networks to solve problems creatively.

Improve provider selection criteria through risk assessment during the RFP process, which includes fiscal strength and organization capacity; increase staff awareness of data and research tools to more effectively manage programs.

Implement a continuous quality improvement system that strengthens the performance and accountability of funded partners; transition monitoring to broader program evaluation and fiscal technical assistance.

Partner4Work receives no findings on federal and state monitoring and required audits and strengthens sub recipient monitoring agenda.

MEETING MATERIALS

RESEARCH RELEASED:

- [Employment Dynamics for Older Workers](#): This report offers a look at the industries that hire older workers, and what older workers earn when they begin or leave those industries.
- [New Hires Snapshot](#): This report explores all new hires from the second quarter of 2016.
- [Commercial Driver's Training: Smart investment or a waste of resources?](#) This report draws attention to the reasons people consider a career that could disappear with advances in self-driving vehicles.
- [Digital Skills Occupations](#): Q2 report focused on the jobs that require workers to use information technologies to fulfill work responsibilities.
- [Opportunity Occupations](#): Q2 report detailing the jobs that pay at least \$15 per hour and do not require a four-year degree.
- [Where are the Jobs? July 2017](#): This is a monthly snapshot of the Labor Market Demand in the Pittsburgh Metro.

PARTNER4WORK NEWS

Pittsburgh Business Times series on the skills gap in the Pittsburgh region:

- [Filling the gap: Help wanted – New generation of skilled talent](#)
- [Filling the gap: Simcoach Games tackling skills divide with apps geared at tech, construction](#)

Other articles and announcements

- [Building up our local workforce is essential](#)
- [Teens help fight lead exposure in homes through education, blood tests](#)
- [Allegheny County students Learn & Earn with help from AT&T](#)
- [Career fair draws diverse crowd of job seekers, businesses](#)
- [Can summer jobs for young people make a comeback? Partner4Work making the effort](#)
- [Partner4Work launches PA CareerLink® satellite at Energy Innovation Center](#)

PROGRAM EVALUATION AND TECHNICAL ASSISTANCE

Partner4Work conducts monitoring of its funded sub recipients on an annual basis to ensure compliance with WIOA and other relevant regulations and policies, to observe the continuous improvement of our programs, and to provide technical support to our service providers. Partner4Work monitored eight programs:

- WIOA/TANF Youth Programs (15 Providers)
- WIOA Adult (1 Provider)
- WIOA Dislocated Worker (4 Providers)
- Career and Technical Center Youth Work Experience (5 Providers)
- Learn & Earn (13 providers)
- PA CareerLink® Pittsburgh/Allegheny County (3 Sites)
- Transitional Jobs (3 Providers)
- Youth Entrepreneurship (5 Providers)

Program Monitoring: In PY2016, Partner4Work introduced procedural enhancements to the program evaluation process. Monitoring began months earlier in the program year and afforded providers the opportunity to address areas of concern before these areas were considered a finding. These procedural enhancements are part of an effort to shift the focus of monitoring away from compliance policing and toward a program evaluation centered on research, best practices and technical assistance.

The table below shows the PY2016 program monitoring process:

PY2016 Program Monitoring Process							
Risk Assessment and collection of required organizational documents ¹	Providers complete Program Monitoring Tools	Site Visit: Initial participant case file review	Initial program monitoring results letters sent	Follow-up participant case file review ²	Monitoring Exit Interview	Official Monitoring Results Letters sent	Corrective Action Plan approval and monitoring
Determines depth and scope of monitoring required	Documents a provider's adherence to compliance requirements, program best practices, and technical assistance needs.	Validates participant case files against reports and electronic records	Informs providers of areas of concern, areas for improvement.	Monitors for resolution of initial areas of concern	Informs providers to the results of the follow-up case file review and provides an opportunity to respond.	Informs providers of any findings requiring a Corrective Action Plan	Ensures understanding of the necessary actions required to address findings and monitors the result of these actions

The most common program areas of concern were:

- Signatures missing from case file documentation
- Improper case note reporting
- Untimely or inconsistent program reporting

¹ Only year-round programs and Learn & Earn received Risk Assessments.

² Some year-round programs and most special grant programs did not have any potential findings upon initial review and were not subject to any secondary reviews.

The following is a summary of key findings that were not resolved by the end of the monitoring process:

1. Improper communication of personally identifiable information
2. Providing youth work experience at an ineligible worksite
3. Enrolling a male participant 18 years or older who is not registered for Selective Service
4. Missing participant case notes
5. Missing Equal Opportunity, Grievance Rights\ and Release of Information forms.

Fiscal Monitoring: PY2016 fiscal monitoring was coordinated with Partner4Work's contractor CliftonLarsonAllen (CLA). CLA monitored providers' organizational documents and policies for compliance with the internal control and governance requirements of the Uniform Guidance. CLA also reviewed transaction and payroll samples and verified their support with organizations' invoices and general ledgers. The common fiscal areas of concern were the untimely submission of invoices and inaccurate reporting. PY2016 monitoring resulted in the following key fiscal findings:

1. Missing fiscal policies required under the Uniform Guidance
2. Failure to report indirect costs
3. Billing operations cost as a proportion of the budget, rather than actual costs
4. Unverifiable transactions
5. Unresolved issues relating to Partner4Work funding as noted in an organization's external audit
6. Invoices that include costs outside of the invoice period

Taking a consultative approach: Partner4Work is installing further reform to our monitoring system. Beginning in 2017, fiscal monitoring will be conducted by Partner4Work staff, allowing our sub recipients the ability to respond directly to fiscal monitoring concerns. Program compliance will be ensured through the monitoring process installed in 2016 which features multiple opportunities for providers to address areas of concern before their becoming a finding. Program monitoring in 2017 is now part of the Partner4Work Strategy and Research team under the umbrella of program evaluation. By integrating compliance monitoring into program evaluation, monitoring will be able contribute to qualitative, quantitative, and best practice research that can more comprehensively benefit program participants, sub recipient organizations, Partner4Work, and the workforce development system at large.

REGIONAL AND LOCAL PLANNING

The Workforce Innovation and Opportunity Act requires local boards and chief elected officials to engage in an integrated regional and local planning process to develop a single collaborative Multi-Year Regional Plan that incorporates local plans for each of the local areas within a given workforce planning region. These plans must be aligned with the vision of WIOA and the vision of the Governor as outlined in the PA Combined WIOA State Plan.

With our regional partners, Southwest Corner WDB, Tri-County WDB, and Westmoreland-Fayette WDB, local and regional plans were drafted by *Community Workforce Advancements, LLC*. These plans were subject to a 30-day public comment period during which Partner4Work hosted a public forum to collect stakeholder feedback. More than 30 people representing numerous organizations attended and offered perspective on challenges and opportunities for the workforce development system in the Pittsburgh region. One formal comment was received, and it was incorporated into the final draft submitted to the Mayor, County Executive and Partner4Work Executive Committee on Aug. 25. The plans were approved for submission on Sept. 1, 2017. The region and local workforce development plans can be found at <https://www.partner4work.org/document/partner4workregionalworkforcedevelopmentplans/>.

The state has 90 days to approve the local and regional workforce development plans, which will be effective Jan. 1, 2018.

Minutes of Partner4Work Board of Directors' Meeting

Centre City Tower, Suite 2600, 650 Smithfield Street, Pittsburgh PA 15222

7:45 to 10:15 a.m.

June 2, 2017

Board Members Present

Barcaskey, Rich
Bullock, Dr. Quintin
Caplan, Debra
Cherna, Marc
Cooper, Mary Frances
Coplan, Dave
Dugan, Ann
Ellsworth, Laura
Fisher, Laura (phone)
Hartman, Ed
Katona, Marci
Kuzma, Lisa
Latterner, Mark
Pachay, Ruben
Pipitone, Scott
Powers, Beth
Schlosser, David
Sherrill, LaTrenda Leonard
Trybus, Jessica
Washington, Dr. Nancy

Board Members Absent

Belechak, Joe
Block, Don
Charlton, Don
Ferraro, Melissa
Gittlen, Ike
Hippert, Dr. Linda
Jones, Marsha
Lucore, Rebecca
Nolder, Steve
Shea, Jack
Stambaugh, Craig

Guests Present

Gant, Sonya
Killmeyer, Deb
Lampman, Chester
Niedermeyer, Troy
Staszko, Frank
Tokar, Joseph

Staff Present

Adamowski, Mary
Herron, Ray
Krekanova Krofcheck, Vera
Martino, McCrae
Pajewski, Jennifer
Pashman, Stefani
Puskar, Susie
Smith, Andy

Board Meeting Minutes (continued)

Chair Mark Latterner opened the meeting at 7:46 a.m. and with opening remarks:

- A conference call to approve the 2017-2018 budget will be held at 1 p.m. June 28. A calendar invitation would be sent.
- Informed staff of personal or professional accomplishments to be included in the acknowledgements document distributed at board meetings.
- Announced the departure of staff including Cynthia Shields, director of strategic partnerships, and Nancy Dentel, senior accounting manager, and several new hires including Andy Smith, director of adult programs, Kattia Delizin, assistant controller. Other staff departures, promotions, and new hires would be shared with the board in an organization chart to be posted on the board portal.
- Reminded that draft local and regional plans would be distributed in July; the plan must be approved by September 1.
- Announced new pieces of research including digital skills occupations, opportunity occupations and commuting patterns have been released and are available on the website.

Before moving into business, the board engaged in a short exercise to understand the struggles local job seekers face when trying to find work. Each board member read a quote from a job seeker, and subsequent conversation focused on job seekers using the system, the jobs available, and the qualifications needed to fill those jobs.

Using the exercise for framing, Ms. Pashman spoke of a more robust research agenda for the coming months during which the research team would take a closer look at job seekers in the system, understanding career transitions, what factors contribute to success in training programs, and what job seekers aspire to do. The results of this study and research would be released over the next several months.

STRATEGIC PLANNING

Mr. Latterner led the group through an exercise to prepare for strategic planning, scheduled for June 20. He defined Partner4Work's role as an intermediary, a convener, tasked to empower partners with resources, information and technical assistance.

Prior to the board meeting, the Executive Committee narrowed areas for planning around communications, evolving the technical assistance agenda to a more consultative model, business engagement, and geographic efforts. The group spent several minutes discussing these focus areas, working to define three specific topics to address during the planning session.

The group differed in opinion on communications. While some of the group expressed the expectation that there be greater visibility of Partner4Work overall and what it does, others disagreed, reminding that the general public would not need to know Partner4Work as a funder. Instead, the public should be more aware of providers and partner organizations. Ultimately the group determined that communications per se was not a focus area; rather, the board should focus on influence and be strategic about the audiences to address.

The group also discussed the idea of regional effort, to determine what a regional agenda looks like and to what end. Business engagement emerged as the final focus area, with the board to tackle defining Partner4Work's sweet spot for business engagement, prioritizing targets and defining success.

The board requested materials in advance of the discussion, literature regarding best practices in the focus areas. Mr. Latterner concluded the conversation with a reminder the group would break out into small groups to tackle specific focus areas and that a board member would be tapped to lead the small group discussion.

CONSENT AGENDA

Mr. Latterner took roll, announced a quorum and the receipt of six proxy ballots approving all action items.

Mr. Latterner pointed the group to the consent agenda included in the briefing book. The action items included:

- Approve the minutes from the March 31, 2017, board meeting
- \$250,000 from Heinz Endowments for the workforce development strategy in Hazelwood
- \$190,000 in total funding from AT&T, The Pittsburgh Foundation and Highmark for Learn & Earn
- \$210,000 from the state for TechHire II
- \$134,400 for Garfield Jubilee's Pre-/Apprenticeship construction program
- \$10,000 from RK Mellon to study job seeker motivation to engage in programs designed to reduce barriers to employment

On a motion by Dave Coplan, seconded by Scott Pipitone, the board approved the consent agenda. Marc Cherna abstained.

AUDIT/FINANCE

Treasurer Ed Hartman reminded that there would be a conference call meeting of the Board to approve the 2017-2018 budget. He reported:

- March 31, 2017, financial statements showing \$1.5 million in accounts payable.
- The variance between forecast and budget. The variance narrowed since Dec. 31, 2017, as new programs have been implemented to ensure no funds are unspent. The Committee expects no funds unspent as of June 30, 2017. To ensure the money is spent, funds had been transferred between adult and dislocated worker.
- CliftonLarsonAllen is continuing fiscal monitoring of providers and will conclude by the end of June. Efforts are being made to increase staff to bring fiscal monitoring in-house for next year.

SERVICE DELIVERY

Ann Dugan discussed the one-stop operator, a new required position under WIOA. This position would allow for closer collaboration, better communication, more expertise and new partners. After a competitive RFP process, a review committee and staff recommended a one-year contract, for an optional two-year renewal, to Fourth Economy. This organization is recommended to establish unifying goals, common practices, for the objective of getting more people into jobs. The group discussed adding specific and concrete outcomes to the contract to ensure more people are getting into jobs as a result of the contract.

On a motion by Laura Ellsworth, seconded by Dr. Quintin Bullock, the board awarded the one-year one-stop operator contract to Fourth Economy with the option to extend for two years.

Ms. Dugan concluded her report with an overview of ongoing programmatic and fiscal monitoring, the distribution strategy of CareerLink in locations of the Carnegie Library of Pittsburgh.

YOUTH ADVISORY

Chair Laura Ellsworth reminded that significant efforts have been underway to build capacity of the youth team to better support providers and to understand the work on the ground. As a result, 270 out-of-school youth have earned industry credentials and connected to work experience. Providers also engage more meaningfully and welcome the strengthened partnerships, sharing best practices and referring across programs.

Ms. Ellsworth informed the board that the youth portfolio would be realigned to maximize results.

A reduction in available youth funds compared to the prior year resulted in Partner4Work re-aligning its portfolio of year-round providers. As a result, contracts will not be renewed with Urban League, Oakland Planning and Development Corp., and Life's Work out-of-school youth program. Reductions also will be made to many of the number of youth served by the remaining organizations. These decisions were based on performance, geography, and organizational capacity. Partner4Work will continue to provide technical assistance to ensure providers achieve results.

In addition, a partnership with the Community College of Allegheny County to implement a "college navigator" liaison between the college and youth-serving programs in lieu of CCAC's GED program. Details on this program are forthcoming.

Ms. Ellsworth concluded the presentation with a brief overview of special projects included the business education partnership, pre-apprenticeship training in construction, and STEM and entrepreneurship programs.

LEARN & EARN

Deb Caplan opened her report with thanks to the board members who agreed to take on interns or serve as application support sites for 2017. She informed that Partner4Work, Allegheny County and the City of Pittsburgh reached an agreement on the program for 2017. An executed version of the MOU was expected in the near future.

Ms. Caplan reported 2,300 applications had been received for the summer program. Of those, 1,400 applicants were determined to be eligible for the program and 976 were under review. An additional 1,000 applications were unfinished.

GOVERNANCE

Ms. Caplan continued with the Governance Committee report, welcoming new members Steve Massaro, Josh Pollard, and Jeff Nobers. She reflected on the Board Self-Assessment conducted in June 2016 and reminded of the changes made as a result including

the Board portal, mentorship program and extending meetings by 30 minutes. Since the Board meetings had been lengthened, the extra time had not been used and several members leave early. The group agreed to limit meetings to two hours.

Ms. Caplan closed her report with the announcement that the state guidance on standing committees had been tabled for at least a year.

OPEN COMMENT PERIOD

With the impending closing of Tech Shop in Bakery Square, Lisa Kuzma asked if the closure would impact any of the programming. Director of Youth Programs Susie Puskar said the closure would not significantly impact programs. Efforts to map other maker spaces in the area are underway.

Subsequent conversation focused on key topics for the strategic planning session. Three subjects tapped for conversation including identifying key audiences to which a communications plan should target; transitioning compliance to a consulting model; and the future of Learn & Earn.

ADJOURNMENT OF MEETING

On a motion by Ann Dugan, seconded by Deb Caplan, the meeting adjourned at 9:29 a.m.

Minutes of Partner4Work Board of Directors' Meeting

Conference Call meeting

1:00 to 1:30 p.m.

June 28, 2017

Board Members Present

Block, Don
Bullock, Dr. Quintin
Caplan, Debra
Coplan, Dave
Ellsworth, Laura
Ferraro, Melissa
Hartman, Ed
Katona, Marci
Kuzma, Lisa
Latterner, Mark
Lucore, Rebecca
Massaro, Steve
Nobers, Jeff
Nolder, Steve
Pachay, Ruben
Pipitone, Scott
Powers, Beth
Schlosser, David
Trybus, Jessica

Board Members Absent

Barcaskey, Rich
Belechak, Joe
Charlton, Don
Cherna, Marc
Cooper, Mary Frances
Dugan, Ann
Fisher, Laura
Gittlen, Ike
Hippert, Dr. Linda
Jones, Marsha
Pollard, Joshua
Shea, Jack
Stambaugh, Craig
Washington, Dr. Nancy

Guests Present

Gant, Sonya
Kershey, Robert
Sljva-Blystone, Amy

Staff Present

Herron, Ray
Krekanova Krofcheck, Vera
Martino, McCrae
Pajewski, Jennifer
Pashman, Stefani

Board Meeting Minutes (continued)

Chair Mark Latterner opened the meeting at 1:02 p.m. with a roll call vote. He announced a quorum present and the receipt of eight proxy ballots approving the budget.

Fiscal year 2018 budget

Treasurer Ed Hartman reminded the group that a memo and draft budget were distributed to electronically earlier. As outlined in the memo, the FY18 budget includes a nearly \$4 million increase in income related to Partner4Work assuming fiscal agent status for Allegheny County Adult TANF funding. New expenses include the addition of 8 new staff positions, reorganization and expansion of management. Mr. Hartman expects increases in management and overhead costs to continue and that the organization must have the capacity to be nimble to change and react quickly and have the processes in place to consistently and completely deploy funds. Overall, salary and benefits represent 12 percent of the overall operating budget, up from 11 percent in FY2017. Additional new expenses include capital expenses of a new fiscal system, contract database and a customer relationship management (CRM) system.

David Schlosser inquired about the 36 percent increase in salary and benefits and asked how the increase compared to the increase from FY2016 to FY2017. Mr. Hartman said a 36 percent hike in the line item is unusual; however, as there is an increase in funds to administer, the goal was to set up management to do so appropriately.

Don Block inquired about the adult TANF funding included in the budget. He asked if these funds were previously administered and managed by the City of Pittsburgh and/or Allegheny County.

Stefani Pashman, CEO, answered that at the request of Allegheny County, Partner4Work assumed responsibility for the funds as it makes sense to connect TANF to the workforce systems. For the first year, contracts will remain in place for consistency and to implement best practices.

Mr. Block concluded that overall, the board should understand that TANF funds are neither new nor competitively secured dollars; the administration simply shifted from the county to Partner4Work.

Before calling for a vote, Mark Latterner and Lisa Kuzma, members of the Audit/Finance Committee, remarked that the questions asked by board members were in line with questions asked by the Finance Committee. Both praised CFO Ray Herron for his work on the budget.

On a motion by Debbie Caplan, seconded by Dave Coplan, the budget was unanimously approved.

ADJOURNMENT OF MEETING

On a motion by Ed Hartman, seconded by Debbie Caplan, the meeting adjourned at 1:16 p.m.

STAFFING

With the addition of nearly \$4 million in Allegheny County Adult TANF funding and to ensure capacity to appropriately administer and deploy funds, provide support and technical assistance to providers, and to enhance the research team to produce a more robust library of timely, relevant and data-grounded reports and think pieces, Partner4Work reorganized in the late spring, adding new positions and expanding management.

Partner4Work remains committed to maintaining a diverse workforce and supporting team members. The chart below demonstrates the demographics of the staff and the 2017 new hires.

Partner4Work Diversity	All Staff (30 people)	2017 Hires (14 people)	Peer Industry	General Labor Market
Male	47%	57%	23%	49%
Female	53%	43%	77%	51%
Share of People of Color	37%	57%	18%	14%
Share of Immigrants	17%	14%	?	<1%
Share of Veterans	10%	7%	?	?
Share of people < 40	77%	93%	54%	36%
Share of people 40+	23%	7%	46%	64%

Stefani Pashman
Chief Executive Officer

Matt Aelmore
Program Evaluation Manager

Jack Bailey
Program Evaluation Assistant

Crystalline Barger
Summer Youth Employment
Coordinator

Nate Broadus
Youth Program Coordinator

David Conway
Youth Program Coordinator

Sid Dash
PULSE Fellow

Kattia Delizin
Assistant Controller

Ryan Dodson
Accounting Clerk

Carolyn Ford
Contract Administrator

Ray Herron
Chief Financial Officer

Katrina Kadisevskis
Adult Program Coordinator

Markisha Kennedy
EARN/ Work Ready Manager

Lenny Kistler
Youth Program Coordinator

Vera Krekanova Krofcheck
Chief Strategy Officer

Edgar Largaespada
Research Fellow

Markese Long
Community Engagement
Specialist

McCrae Martino
Chief Program Officer

Jesse McLean
EARN Supportive Services
Coordinator

Dillon Moore
Director of Policy

Jennifer Niedermeyer
Accounting Coordinator

Regina Omlor
Grants and Program Manager

Jennifer Pajewski
Board Relations Manager

Nathan Petrillo
Communications Manager

Liz Pham
Senior Accountant

Susie Puskar
Director of Youth Innovation

Laura Saulle
Director of Pittsburgh Works
Partnerships

Andy Smith
Director of Adult Workforce
Programs

Katrina Steinley
Research Fellow

Rebecca Young
Business Partnerships Manager

PA CAREERLINK® PITTSBURGH/ALLEGHENY COUNTY SYSTEM

**COMPREHENSIVE
CENTERS**

Allegheny East

2040 Ardmore
Boulevard
Pittsburgh, PA 15221
412-436-2225
TTY 412-271-4217

Downtown Pittsburgh

Wood Street Commons
301 Wood Street
Pittsburgh, PA 15222
412-552-7100
TTY 412-552-7044

REGIONAL CENTERS

Alle-Kiski

1150 5th Avenue,
Suite 200
New Kensington, PA
15068
724-334-8600
TTY 724-334-8713

Mon Valley Regional

570 Galiffa Drive
Donora, PA 15033
724-379-4750
TTY 724-379-5981

Partner4Work, formerly 3 Rivers Workforce Investment Board, leads the development, integration and implementation of a world-class workforce development system in Pittsburgh and Allegheny County.

Mission

Lead the development, integration and implementation of a world-class workforce development system in Pittsburgh and Allegheny County.

Vision

We will be: A community leader, an innovator, a strong partner, inclusive, a bridge builder between human services and workforce development systems, a model workplace.

Values

We will lead with integrity; treat individuals respectfully and support all individuals in their quest for meaningful employment; be inclusive in recognizing diversity; be excellent stewards of public resources; respect employers' diverse talent needs.

Partner4Work

Centre City Tower, Suite 2600
650 Smithfield Street
Pittsburgh, PA 15222
Phone: (412) 552-7090
Fax: (412) 552-7091
www.partner4work.org

Follow us on Twitter: [@PghWorkforce](https://twitter.com/PghWorkforce)

Equal Opportunity Employer

Auxiliary aids and services are available upon request. Reasonable accommodations can be made when requested in advance. Please call (412) 552-7090 or email info@partner4work.org with your request.

